

December 10, 1942

Operation of the Budget

Confirming our discussion at a recent staff conference, the following procedures regarding personnel items in the budget are now in operation. The passage of the supplemental appropriation enables us to operate with a balanced budget for the fiscal year. All changed, therefore, can be made with reference to an actual operative budget, and any item can be viewed to see whether it will put the budget out of balance. No changes can be authorized without reference to Mr. Moore and the budget schedules.

(1) There is a schedule of positions authorized in the operating budget. These authorized positions will be retained whether the positions are filled or not, until or unless positive action is taken by the Director and Mr. Moore, in consultation with division or section heads, to eliminate such an authorized but unfilled position. To make this practice successful it is important that we realize that positions eliminated can be restored again when they are needed. So far as possible we shall continue to work on the principle that the appropriation is actually a lump sum, to be divided and redivided among the various divisions and sections on the basis of current needs.

(2) Considering the probability that the extensive reclassification we have proposed will be carried through, there is little likelihood that further reclassification can be effected during the war period. Our present expansion allows opportunity for members of our staff to be given positions of higher grade and salary as vacated, but this may not continue, and certain persons may not have the benefit of such an expanding situation. We need to introduce, therefore, the principle of granting meritorious raises which are provided under the Ramspeck Act. Although these raises are small amounts of money, they are a definite recognition of superior work. Mr. Moore will set a date twice a year when nominations for meritorious raises shall be submitted to him, me and Mr. Graves by each division head. It is suggested that those two dates each year for considering meritorious raises be in March and October.

(3) A warning needs to be given again that in all interviews with applicants for positions carried on by section and division chiefs, the exact picture should be given of the opportunities for promotion and the salary scale which the applicant may look forward to. We should be sure in every case that employees are not disillusioned by finding the actual position as it develops different from the expectations stated in the preliminary interview.

/s/ Robert D. Leigh

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